

## Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities. Interim Lessons Learned will be brief and to-the-point; final reports Response: Accepted will contain more detail. Project delivery process reviews must always be conducted at the end of a project, but additional reviews may also be appropriate at the completion of any phase of a project. Lessons learned include success stories, good work practices, and repetitive deficiencies that have been identified, shared, and applied in appropriate future situations. The maintenance of lessons learned (validating, evaluating, archiving, etc) in the appropriate system is not addressed as part of this process. (This entire PROC focuses on collection of LL from ongoing or completed work. Need to identify the responsibility to use LL in the ongoing project where possible, and to always check LL before planning a new project. Response: Rejected. Wording in Planning Phase requires PDT to look at lessons learned.

## Policy

**ER 5-1-11, U. S. Army Corps of Engineers Business Process**  
[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

**ER 1110-1-8159, DRChecks** [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf>]

## Responsibility

The Project Manager (PM) is responsible for ensuring that all appropriate information on Lessons Learned are documented as required.

The Project Delivery Team (PDT) is responsible for

- Comparing planned execution to actual outcomes
- Determining the reason for change that exceeds thresholds
- Ensuring that all project stakeholders participate during the submission of lessons learned; vendors and contractors, as well as USACE Customers, should all be able to provide technical recommendations and process improvement feedback relevant to their roles

## Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

## Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

*Acronyms and Glossary – REF8000[REF8000]*

*Change Management – PROC3010[PROC3010]*

## Activity Preface

This process is linked to the *Change Management – PROC3010 [PROC3010]* process. If the change is within the thresholds, the Lessons Learned process is executed from within the Change Management process, if the PDT determines there is value added. If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process.

### Project Delivery Team (PDT)

(These tasks could be a major amount of work effort for the PDT.) Response: Noted

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.
2. Determine what was right or wrong with what happened.
3. Determine how things should be done differently the next time.

**If end of project, goto task #4. Otherwise, goto task #6.**

4. Document the results in the form of a Project Delivery Process Review Report (PDPRR).

(This should be coordinated with Dr. Checks.) Response: This is being coordinated

The PDPRR should be completed no later than sixty (60) days after the project is deemed substantially complete. The PDPRR serves as a template to facilitate the discussion of the first three parts, as well as to document the results.

### Project Manager (PM)

~~5. Archive the Project Delivery Process Review Report information as required.~~

~~Archival requirements are under development.~~ Response: Reworded, see master document

6. Document Lessons Learned in the required format. (This should be coordinated with Dr. Checks.) Response: This is being coordinated

Detailed requirements for the Corporate Lessons Learned system(s) (Dr. Checks, etc) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunseting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

**End of activity.**

## Lessons Learned - PROC3020

